

# THE CORNELL HOTEL & RESTAURANT ADMINISTRATION QUARTERLY

This magazine is also indexed by subject each year in its Bibliography, published in the August (No. 2) issue.

Volumes 1-15 are available on microfilm at \$8 per volume or \$110 per complete set.

## Table of Contents for Volume 15

May 1974 • Vol. 15, No. 1

### DEALING WITH CHANGES

**CHRAQ News & Views.** Vacations for 1974 were predicted highest for nearby areas. Remote resorts were offering package plans that included some type of transportation. 2-4.

**Trends in the Hospitality Industry: Labor Supply, Payroll Costs and Changes.** *Thomas F. Powers, Ph.D.,* Pennsylvania State University. The minimum wage competes with welfare benefits, which offer a choice to work. Hospitality operators must change their way of doing business. 5-13.

**Changes in the Food Service Industry.** *G. E. Livingston, Ph.D.,* Food Science Associates, Inc. New food service techniques are helping to solve economic, marketing, and operational problems in mass feeding. 14-19.

**Food Service Management: Analyzing Labor Costs.** *Professor James R. Keiser,* Pennsylvania State University. Methods and sample records are given for pinpointing various labor costs for improved control. 20-30.

**Job Safety and Health: A "Walkaround" with OSHA.** *Allen G. Siegel and Donald W. Savelson* of Arent, Fox, Kintner, Plotkin & Kahn. After three years of enforcement, most employers are not complying with OSHA requirements, which are explained. 31-35.

**Reviews of the Trade Press.** 36, 107-108.

**Tested Quality Recipes:** Hawaiian Sweet and Sour Pork, and Pork Cakes with Lentils. Insert between 36-37.

**Progress in "Ready Foods."** *Professor Paul R. Broten,* Director of Hotel Research & Development, Cornell University. The system for preparing and freezing main dishes for later service at the Southern Cross Hotel in Melbourne, Australia, is described. 37-40.

**Festivals and Food.** (Staff article) The Mexican National Tourist Department brings a cultural exhibit and food festival to the School of Hotel Administration. 40-44.

**Professionalizing Housekeeping.** *Charles E. Steadman,* Ramada Inns. How to select, train, and evaluate the work done by the housekeeping staff. 45-57.

**Cardguard's Room Lock System.** (Staff article). An electronic control system for room keys and maid supervision is described. 58-60.

**Designing Hotels for the Seventies.** *C. DeWitt Coffman and Alan Lapidus.* Hotel rooms shouldn't all be alike when different markets are served. There are three types of hotels: utilitarian, convention centers, and ceremonial places, each designed to serve a special market. 61-71.

**Innkeepers' Liability for Failure to Honor Reservations.** *John E. H. Sherry, J.D.,* School of Hotel Administration, Cornell University. The fundamental common-law duty of the innkeeper to the public is to serve the traveler who properly applies to be admitted as a guest. This law is sometimes violated through the non-honoring of advance reservations 72-81, 97.

**Caribbean Tourism — Part II: Racial and Social Tensions.** *Donald E. Lundberg, Ph.D.,* California Polytechnic Institute at Pomona. Independence has brought myriad new problems to Caribbean countries, including making a living through tourism. Tourism is likened to the Industrial Revolution of Europe, which caused social upheaval as cottage industries moved to factory mass production. 82-87.

**Food Service Science: Nutrition.** *L. L. W. Smith, Ph.D., and L. J. Minor, Ph.D.* This chapter from *Food Service Science* (Avi Publishing Company) covers the fundamentals of food nutrition. 88-97.

**Consumption of Utilities in the Machine Washing of Permanent**

**Tableware.** *Gwynn M. Molzahn, D.C., and Geraldine M. Montag, Ph.D.,* Iowa State University. A simple formula for determining utility consumption is found to be almost as reliable as one requiring complex methodology. 98-106.

August 1974 • Vol. 15, No. 2

### EDUCATION ISSUE

**CHRAQ News and Views.** Varied approaches are being used to maintain travel volume. 2-4.

**Career Education for the Hospitality Industry.** *Richard M. Landmark, CAE,* Executive Vice President, Council on Hotel, Restaurant, and Institutional Education. While job opportunities are declining in other industries, opportunities appear to be abundant in the lodging and food service industries. Presently, there are 42 universities, 463 community and junior colleges, and 1,191 secondary and post-secondary programs. 5-6, 56.

**The Collegiate Route to Industry Management: The Corporate-Paved Route and the Self-Planned Route.** (Staff article) Corporations recruit and provide managerial training to about 1 out of 10 bachelor-degree candidates in hospitality education. The others take an entry job on the level of their basic skills and rise within the organization or switch to better opportunities with another organization. 7-13.

**Higher Education for the Hospitality Industry.** *Robert F. Lukowski, D.Ed., Ray Budde, Ph.D., and Norman B. Cournoyer Ph.D.,* The present status of higher education for the hospitality industry was surveyed among educators and industry leaders to ascertain what subject matter and personal qualities are required for success. 14-21, 55.

**Work Experience Is Desirable If the Program Is Carefully Structured and Monitored.** *Robert L. Blomstrom, Ph.D.,* Director, School of Hotel, Restaurant, and Institutional Education, Michigan State University. Formal work requirements for the degree in hospitality education are commendable if the work experience is carefully structured by the college administration. 22-23.

**Work Experience and Internships at UNLA.** *Jerome J. Vallen, Ph.D.,* University of Nevada at Las Vegas. Students are required to obtain work experience at two levels — paid jobs, either part time or during vacations, and college supervised managerial experience that is an unpaid internship. 24-27.

**Paul Smiths' Work-Practice Program.** *Professor Harry Purchase,* Paul Smiths College. This junior college prepares two levels of students, those planning to transfer to a senior college and those working toward a terminal Associate in Arts degree. Those in terminal education work for part of their two years at various level jobs at Hotel Saranac, a 100-room commercial hotel owned and operated by the college. 28-31.

**New Hampshire's Program for North Country Youth. A Supervisory and Skill Training Program.** *Professors Mel Sandler and Frank A. Bucci,* University of New Hampshire. A summer training program was instituted in northern New Hampshire counties to prepare young people for local jobs. 32-40.

**Cornell's Work-Study Program: Cooperative Management Education.** (Staff article) Juniors and seniors in Cornell's School of Hotel Administration apply for work-study programs in industry where they receive supervised management training and are paid for performing full time jobs. 41-47.

**Managerial Opportunity School.** (Staff article) Each year about 600 people already employed in the hospitality industry enroll in Cornell's Summer Program in Hotel and Restaurant Administration for short courses of one to three weeks in length. 47-50.

**Food Service Curriculum for the Future.** *Clinton L. Rappole, Ph.D.,* University of Houston. College food service programs place too much emphasis upon food preparation skills and not enough on management education. 51-55.

**Tested Quality Recipes: Steak a la Deutsch and Veal Picata.** Insert 56-57.

**A Bibliography for Hotel and Restaurant Administration and Related Subjects, Katherine Spinney, B.A., B.L.S.,** School of Hotel Administration, Cornell University. 57-124.

November 1974 • Vol. 15, No. 3

#### MARKETS IN THE NEW ECONOMY

**World Travel and the Energy Inflation, Somerset Waters,** President, Child and Waters. Until the oil embargo of late 1973, tourism was the largest factor in international trade and the hope of many developing nations. Hopefully, the OPEC countries will aid the developing countries through tourism support. 2-6, 11.

**The Technology of Tourism Development, Ricardo Anzola-Betancourt,** Director of Tourism Development, Organization of American States. Tourism in many Latin American countries is an alternative to other economic developments and should be carefully planned by the national governments in order to prevent social chaos. 7-11.

**Geography and History of the Caribbean and Latin America.** A brief portfolio of geo-political development, tourism, and economic growth. 12-18.

**Sell the Vacation...Not the Empty Room.** (Staff article). Americans will continue to travel despite inflation abroad and recession at home, but they will look for travel bargains, best exemplified by vacation package plans. 19-24.

**Insuring Your Profit Margin: Restaurant Cost-Volume-Profit Analysis, James J. Eyster,** School of Hotel Administration, Cornell University. A plan for insuring profits through control of variable and fixed expenses is set forth in detail. 25-33.

**Developing a Marketing Strategy: Profitable Food and Beverage Management, Staff and Partners of Harris, Kerr, Forster & Co.** This chapter from the revised edition of *Profitable Food and Beverage Management* (Hayden Publishing Co.) proposes a Market Grid for Food Services, presents typical questionnaire forms, and reviews changing food patterns. 34-42, 48.

**Tested Quality Recipes: Poh Loh Kai (Hawaiian Chicken) and Chicken Paprika.** Insert between 40-41.

**A Preliminary Market Study: Using Government Census Data, Stephen Rushmore, James E. Gibbons Associates.** The U.S. Census for 1970 can be useful in planning restaurant location in different areas at little expense. 43-48.

**Productivity in the Service Restaurant, Thomas F. Powers, Ph.D.,** Pennsylvania State University. The manpower productivity of various types of restaurants—cafeterias, family-type, fast food, and luxury establishments—is analyzed in relation to selected establishments. 49-54, 64.

**A Model of Motel-Choice: How Vacationers Choose Motels, Edward J. Mayo, Ph.D.,** University of Notre Dame. The vacationing motorist has several possible concepts in mind before he chooses a place for the night, but these concepts are altered by last minute influences. 58-64.

**Screening Seasonal Hotel Workers, D. James Croft, Ph.D.,** University of Utah and Perry Sorenson, Director of Personnel, Grand Teton Lodge Co. A computer program using application data can spot likely "quits" before the season's end, but the analysis must be tailor-made to the resort's particular needs. 65-70, 77.

**Management in the Soviet Union: Hotel and Restaurant Operation, Lothar A. Kreck, Ph.D.,** Washington State University. Organizational charts and income statements are presented for large and medium-sized hotels and restaurants. 71-77.

**Selection Tests Reduce Restaurant Managerial Turnover.** Howard Johnson's utilizes two tests in recruiting managers for successful training programs. 77.

**Condominium Resort Hotel Management, Judith A. Burkhardt, Gunnar/Burkhart/Armstrong & Associates.** The plan for good management should start with the early stages of condominium development and the sales agreement with unit owners. 78-88.

**Oceans Club: A Condominium Built Around an Operating Beach Club.** (Staff article) 89-93.

Reviews of Trade Publications, 96-109.

February 1975 • Vol. 15, No. 4

#### 1975 — THE CRUCIAL YEAR

**Government Financing of Hospitality Investments, Donald E. Whitehead,** President of Hotel Enterprises, Inc. Through the Small Business Administration of the U.S. Department of Commerce several relief programs for small businesses are available and more may be voted by the Congress. 2-5.

**1975 — Year of the Operator, Raymond M. Cantwell,** Senior Lecturer, School of Hotel Administration, Cornell University. The operator needs to delineate his present markets, tailor his product and promote to these markets, while running a tight ship in order to make a profit. 6-11, 26.

**Improving Food Service Productivity, John Freshwater and Errol R. Bragg,** Agricultural Marketing Research Institute, U.S. Department of Agriculture. The realistic formula or mathematical recipe for performance is: Performance-Training X Motivation X Physical Resources. To prove this hypothesis, the authors report investigations made in four general types of food service operations. 12-18.

**Regulation of Travel and Tourism Industries: A Brief Overview, John E. H. Sherry, J.D.,** School of Hotel Administration, Cornell University. The U.S. Government presently has no uniform code for licensing and regulating travel agencies, but New York State is establishing a potential pattern for proposed legislation. 19-20.

**How a Travel Agency Operates.** (Staff Article) How a travel agent becomes officially licensed in U.S., runs his business, and gets paid are outlined through questions and answers. 21-24.

**Working with Travel Agents.** (Staff Article) Edward D. Wholmuth, president of Admiral Travel in Philadelphia, explains what hotel operators should do to get business from large travel agencies. 25-26.

**Egyptian Hotel and Tourism Laws, M. Kamal El-Boulaki,** Arab Republic of Egypt. This article sets forth the program through which Egypt plans to comply with international tourism laws. 27-30.

**Screening Seasonal Hotel Workers — Part II, D. James Croft, Ph.D.,** University of Utah and Perry Sorenson, Grand Teton Lodge. A 1974 report. 31-32.

**Tested Quality Recipes. Sauteed Flounder with Shrimp and Sole Epicurean.** Insert between 32-33.

**Wine and Beverage Service, Julius Wile,** Senior Vice President, Julius Wile Sons and Co., Inc. This article covers how to store and merchandise wine in the restaurant, wine service, and glassware for beverages. 33-45.

**Management Systems: You Need More Information for Survival, K. E. Green and R. M. Chase.** Computer systems are the inevitable extension of improved control since the days of the ledger and the spindle. 46-55, 72.

**Computer Update: 1975, Prof. Richard G. Moore,** School of Hotel Administration, Cornell University. Computer hardware is becoming far less expensive, although the cost of tailor-made programming is still so costly that it should be jointly shared by similar hotels. The Mobydata Computer is explained. 56-72.

**Vacation Bonds in Resort Hotel Financing, Peter M. Gunnar, Gunnar/Burkhart/Armstrong & Associates.** The vacation bond is proposed as a transferable security that is flexible. 73-74.

**Cornell Hotel Research & Development** is undertaking several technical projects for the hotel-motel industry, some with Statler Foundation support. 75.

**Condominium Resort Development: Research as a Planning/Marketing Tool, F. D. Voorhees,** Managing Principal, Resort Counseling Associates. Fundamental marketing research should be undertaken before condominium resort developments are planned. This article presents the fundamentals. 76-82.

CHRAQ News & Reviews, 82-88.

ng

E.  
he  
of  
are

ior  
ty.  
his  
ght

nd  
.S.  
ne-  
X  
is,  
ees

er-  
on,  
no  
out  
ro-

vel  
ss,  
rs.

ol-  
ins  
ge

ki,  
am  
ur-

ft,  
on

nd

nt,  
to  
ce,

ur-  
are  
ys

of  
re  
or-  
ly  
x-

ar,  
nd  
'4.

al  
th

g/  
ort  
ld  
re